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CERTIFICATE PROGRAM
STUDIES IN PROACTIVE LEADERSHIP

4-course certificate series from Cornell University's School of Industrial and Labor Relations

ILRSM509 **Developing an Agenda for Action**
ILRSM510 **Assessing Allies and Resistors**
ILRSM511 **Negotiating Support for Your Agenda**
ILRSM512 **Leading Your Coalition**

Course Experience—Program Quality

Course Experience — How it Works

Program Quality Drives Motivation & Results

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Learning experiences that target individual competencies and skills

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose

- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor

- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations

- New skill development through interactive assessments and simulations

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.

- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.

- In the end, 95% of students would recommend to their peers that they take an eCornell course.

OVERVIEW

The ability to execute in organizations is the difference between successful initiatives and failures. Studies in Proactive Leadership develops skills and outlines processes critical to getting things done in corporate, not-for-profit, or public organizations: how to identify opportunities for effective action and build support for an initiative to ensure its adoption. The four-course series develops the skills necessary to lead proactively, build consensus, and mobilize others to action.

Component Courses

Studies in Proactive Leadership comprises the following four courses totaling 24 hours of learning:

- ILRSM509 **Developing an Agenda for Action**
- ILRSM510 **Assessing Allies and Resistors**
- ILRSM511 **Negotiating Support for Your Agenda**
- ILRSM512 **Leading Your Coalition**

Note: these courses are designed to be taken in sequence

Target Audience

This certificate is designed for managers and leaders at all levels of public, private, and not-for-profit organizations who are charged with devising and executing business plans, strategies, and corporate initiatives.

Accreditation

Participants who successfully complete all four courses in the series receive a Certificate in Studies in Proactive Leadership from Cornell University's School of Industrial and Labor Relations.

Each course in the series has been approved for six credit hours toward PHR and SPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.

ILRSM509 Developing an Agenda for Action

Course Overview

The many economic, competitive, and global factors that influence how organizations conduct business are constantly changing and evolving. The ability of organizations to understand these influences on their organizations and to respond and adapt to these changes is critical for long-term growth and survival. This course, the first in a four-course series, Getting Things Done in Organizations: Creating Change and Building Support, discusses change as a political process driven by individuals and leaders within the organization who emerge as change agents. To be effective, individuals must recognize the areas within the organization over which they can exercise control and the areas over which they cannot.

Target Audience

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Organizational Outcomes

Participants who complete this course will be able to:
- Evaluate their organization's environment
- Identify opportunities for change
- Understand change as a process of negotiation
- Develop an agenda for action based on the goals, culture, design, and work structure of the organization

Course Benefits

In this course, participants learn to:
- Understand the role of the leader and change agent as a proactive thinker
- Evaluate the change environment within the organization and their area of operation
- Identify opportunities for change within four main arenas of the organization
- Outline a plan that addresses one or more of these arenas
- Implement a 3-step model for action

Certificate

This course is part of the following certificates:
- **Studies in Proactive Leadership**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Samuel Bacharach, Ph.D.
Professor and Director, Institute for Workplace Studies
School of Industrial and Labor Relations
Cornell University

ILRSM510 Assessing Allies and Resistors

Course Overview

Implementing an agenda for action is a political process driven by individuals within the organization who emerge as change agents. Essential to their success is the understanding that all new initiatives attract both allies and resistors. This course, the second in a four-course series, Getting Things Done in Organizations: Creating Change and Building Support, teaches leaders how to frame their agenda in a way that helps them identify and assess potential allies and resistors to their initiative. With this understanding, participants will be able to anticipate and prepare for arguments resistors may use in their attempts to derail the initiative.

Target Audience

This course is essential for department heads, team leaders, and managers working at all levels of organizations in virtually any industry sector who wish to understand the process of organizational analysis and change.

Organizational Outcomes

Participants who complete this course will be able to:
- Map the allies, potential allies, and the resistors to their initiative
- Assess the attitude toward change of various actors in the organization
- Identify various agendas and styles
- Anticipate arguments against the agenda for action
- Explain the need for a coalition of support

Course Benefits

In this course, participants learn about:
- Agendas and styles
- Identifying key stakeholders
- Recognizing allies and resistors
- The mind-sets of potential allies and resistors to change
- Arguments against the agenda and how to anticipate them

Certificate

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- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Samuel Bacharach, Ph.D.
Professor and Director, Institute for Workplace Studies
School of Industrial and Labor Relations
Cornell University

Course Overview

In these highly uncertain and turbulent times, going it alone is no longer a route to success; as a result, effective leaders build coalitions of support for their agenda and change initiatives. Leaders develop such coalitions by establishing their own credibility and the credibility of their agenda.

This course, the third in the series, Getting Things Done in Organizations: Creating Change and Building Support, is designed to:
- Help learners develop a "roadmap" for negotiating support for their action agenda
- Convey an understanding of the principles of bargaining power and influence in the process of negotiating a strategic initiative
- Help learners apply this conceptual model to their action agenda in their organization
- Help learners analyze the political agendas of others in the organization, identify sources of support for their agenda, and develop a strategy for building support for their initiative

Target Audience

This course is applicable to virtually any organization in any industry sector. Within the organization, the course specifically targets: Department heads, team leaders, managers at any level wanting to create change within the organization, and anyone wishing to know more about organizational analysis.

Course Benefits

In this course, participants learn about:
- Conditions that necessitate coalitions
- The dynamics of bargaining power
- The importance of credibility
- Gaining support for an agenda
- Justifying their actions
- Communicating their agenda
- Determining how many issues to focus on

Organizational Outcomes

Participants who complete this course will be able to:
- Describe why coalitions are critical to taking effective action
- Describe how coalitions increase your bargaining power
- Analyze the types of initial support you can build
- Develop strategies for getting initial support for your agenda
- Identify communications approaches that will be most effective
- Outline a strategy for getting others to buy-in to your agenda

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Faculty Author

Samuel Bacharach, Ph.D.
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Cornell University

ILRSM512 Leading Your Coalition

Course Overview

Identifying what needs to get done, and how it should get done, is no longer sufficient in most organizations. A leader must have the skills to implement their initiative and to overcome the dynamics of opposition and resistance that exist in every organization.

This course, the fourth in the series, Getting Things Done in Organizations: Creating Change and Building Support is designed to help learners:

- Apply the leadership style appropriate to the situation
- Put a change coalition into place
- React to changing conditions in the organization to ensure successful implementation
- Anticipate and prepare for the future

Target Audience

This course is applicable to virtually any organization in any industry sector. Within the organization, the course specifically targets: Department heads, team leaders, managers at any level wanting to create change within the organization, and anyone wishing to know more about organizational analysis.

Organizational Outcomes

Participants who complete this course will be able to:

- Describe the unique challenges in leading change coalitions
- Describe the two dimensions of coalition leadership
- Identify the pitfalls and problems that coalitions often face
- Discuss the essential components of bargaining and negotiating with other coalitions
- Identify changing conditions that will impact your change coalition
- Discuss the four different outcomes you can realize as a change leader
- Prepare for your next change initiative

Course Benefits

In this course, participants learn about:

- Solidifying their coalition
- Mapping differences among coalition members
- Propagating ideas and diversifying their network
- The two dimensions of coalition leadership
- Avoiding traps of insular coalitions
- Recognizing and responding to changing conditions within the organization
- The Change Outcome Matrix and responding to different outcomes
- Ongoing and proactive change

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Faculty Author

Samuel Bacharach, Ph.D.
Professor and Director, Institute for Workplace Studies
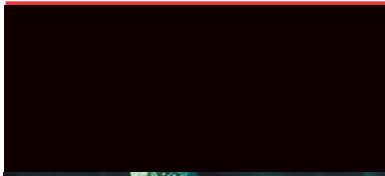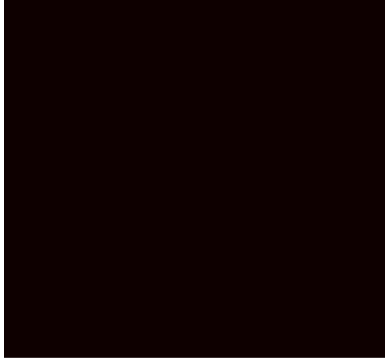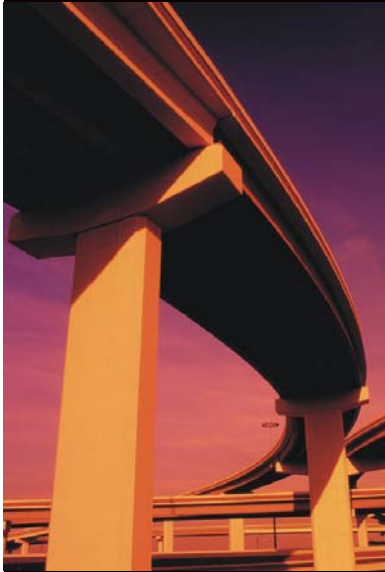School of Industrial and Labor Relations
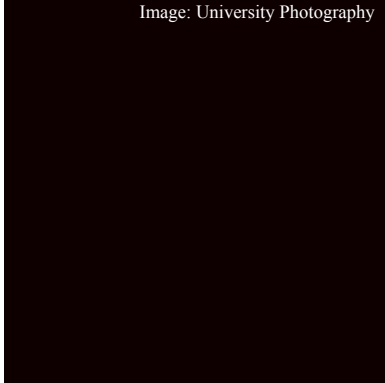Cornell University

In 1865 Ezra Cornell had a vision.

"I would found an institution where any person can find instruction in any study."

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

Image: University Photography

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